INFORMATION TECHNOLOGY MASTER PLAN (ITMP)

Guidelines & Instructions

for

MARYLAND STATE AGENCIES

Fiscal Year 2006

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Section 1.0: Introduction

1.0 Overview

1.1.1   Information Technology Master Plan (ITMP)

The Agency ITMP should document the information technology goals for the agency and the strategies to achieve those goals. The plan should be consistent with the Agency's Managing for Results (MFR) goals and the Agency's Strategic Business Plan. If an Agency has a Strategic Business Plan, the ITMP can be a part of the strategic business plan as long as it includes all requirements identified in this document. Agencies should use the format identified in this document when developing their Agency ITMP.

The agency ITMP serves as the support base for IT operating and major IT development project funding. The Department of Budget and Management, Office of Information Technology (DBM OIT), reviews the ITMPs for consistency with statewide IT direction, support of statewide business objectives, and the presence of sound and secure IT infrastructure plans and strategies.

For FY06, the principles of IT Investment Management (ITIM) utilizing the "Select, Control, and Evaluate" process will continue as a basis for Agencies to formulate, manage, and maintain their IT portfolios. With the practice of sound fiscal planning and control, the investment in IT will continue to streamline, transform, and significantly improve Government operations and the delivery of goods and services to the public.

1.1.2   Information Technology Portfolio Management

For the FY 2006 budget cycle, the DBM OIT, is continuing the concept of managing IT investments (all funds being committed to IT programs, projects and systems for the benefit of the agency) through the application of IT portfolio management principles.

The DBM OIT has developed centralized review and implementation processes based on the principles of investment and portfolio management. Based on a model widely adopted by the Federal General Accounting Office, these principles center on the recognition of IT expenditures as investments and apply risk assessment and management processes to maximize the collective benefit received. This approach, while sound in any economic climate, is particularly critical in times of reduced funding availability for IT investments.

Key Portfolio Management Concepts:

- Portfolio management as the collective selection of investments to best meet the goals and objectives of either an agency or statewide priorities.
- Agencies use the concepts in the formulation of ITMPs and annual IT Project Requests (ITPRs).

- OIT uses the concepts in the recommendation and prioritization of major development project funding.
- Explicit links between agency strategic business plan / MFRs and IT initiatives
  - The right combination of initiatives to maximize benefit toward agency goals
- Risk Assessment / Management
  - Agency capability / probability to achieve collective desired results
  - Adjusting of initiative mix and/or timing to maximize overall return/benefit

Key Investment Management Concepts:

Investment management is the process of selecting operations functions and projects that support strategic initiatives and the monitoring / controlling of them against clear goals and objectives. Evaluation of results feeds the ongoing selection process.

Select
- Return on Investment
  - The estimated net benefit, over a specified time period, compared to the estimated cost.
- Contribution to agency goals, objectives, and strategies
  - Consistency with Agency and Statewide priorities.
- Agency capability / infrastructure
  - The presence of the structure, processes, and resources (including qualified staff), to successfully support the initiative / project.
- Risk Assessment / Management
  - The evaluation of the overall threat to success by the identification of risk factors, the determination of the probability of occurrence, and the estimation of the consequences should they occur.

Control
- Executive Sponsorship
  - The presence, ability, availability, and commitment of senior business leadership to provide ongoing guidance for the initiative and resolve issues in a timely manner.
- Project Management
  - The presence of experienced resources to perform the discipline of organizing, planning, and executing a defined project effort.
- Risk Management
  - The ongoing assessment of potential risks to success and the development and execution of mitigation plans. (Plans to prevent the occurrence of risk or minimize the negative impact of their occurrence).
- Periodic Reviews
  - The use of formal reviews at logical milestone points in the project or initiative to assess progress and confirm direction consistent with approved cost, time, and scope parameters.

Evaluate
- Lessons Learned
  - The post-implementation documentation of achieved results, including actual return on investment and process improvement recommendations.
- Process Feedback
  - The evaluation and refinement of investment management practices in light of lessons learned.

While Agencies should use these concepts in the development of their ITMP and related ITPRs, the DBM OIT employs these principles in the overall review of Agency project requests to establish the statewide IT project portfolio and to perform oversight of major IT development projects.

The State CIO will address development of a State ITMP. When available, this information can be used to supplement the agency's strategic business plan as a main driver behind the formulation of an IT Master Plan.

1.2 Purpose

This document provides planning guidance and instructions for the Agency Information Technology Master Plan (Agency ITMP) strategic planning process that will support a five-year plan encompassing the fiscal year 2006 - 2010 budget request.

1.3 Scope

These guidelines and instructions apply to all units of the Executive Branch of Maryland State Government, including public institutions of higher education other than the University System of Maryland, and any Agency requesting IT funds through the Information Technology Project Request (ITPR) process and/or the Major Information Technology Development Project Fund (MITDPF) as stated in Chapters 467 and 468, Acts of 2002, as mandated by *State Finance and Procurement Title 3 § 3-403*.

1.4 Outcome

The DBM ITIM Analysts, Budget Analysts, and the Department of Legislative Services (DLS), will use the Agency ITMP in conjunction with the Agency ITPRs and Annual Budget Submission including Managing For Results (MFR), to analyze IT budget requirements of a specific Agency.

The FY06 Agency ITMP Guidelines and Instructions document can be obtained from the Information Technology Advisory Council (ITAC) web site at https://www.itac.state.md.us.

Section 2.0: Agency ITMP Planning Guidance

2.1 Introduction to IT Planning Guidance

The primary purpose of the Agency ITMP is to identify the Agency's information technology goals to meet mission requirements and the strategies to meet those goals. Also included will be the resources required to implement those strategies, major milestones, business drivers, and issues. The Agency ITMP will also include an inventory of information technology infrastructure and applications – IT portfolio.

2.2 Enterprise Business Goals

The following Enterprise Business Goals have been identified as having significant influence on IT strategic planning. Agencies should align their goals and objectives with the overarching State goals when developing their Agency ITMP.

2.2.1 Customer Service

Focus on Customer Service: State government must provide seamless service to all customers of the State of Maryland, whether the customer is an individual citizen, business, or other government organization. Faced with an increasing demand for customer-centric government, driven by service delivery models in the private sector, Maryland must continue its focus on customer service. Seamless, customer-centric government service implies:

- Information at the time and place of service and in a format that is most useful to the customer;
- Service and information will be protected in a manner that will preserve the confidentiality, integrity and availability of the information;
- The convenience of various service delivery options, including self-service;
- Service that is integrated across federal, state and local government and tailored to the customer's needs; and
- A robust human, technical, fiscal, and regulatory infrastructure that delivers customer satisfaction at reasonable cost, while ensuring that information and services are protected from unauthorized access, modification, disclosure or destruction.

2.2.2 Service Delivery Mechanisms

Improve Service Delivery Mechanisms to Respond to the Needs of a Growing, Diverse Population: The expressed and implied needs of a growing, diverse, customer population are forcing Maryland to accelerate the implementation of improved and highly flexible service delivery mechanisms. Equalizing customer access to and benefit from the State's maturing service delivery infrastructure, with emphasis on electronic government, must become the cornerstone strategy for efficient delivery of government

services. The Electronic Government Initiative (EGI) is one example of legislation that is driving this strategy. One of the goals of EGI is to provide integrated service delivery mechanisms to make information and services available to the public over the Internet.

2.2.3   Privacy and Security

Balance Freedom of Information with Privacy and Security: As stewards of public trust, Maryland must ensure the appropriate privacy and security of the vast amounts of information that it controls. Much of the information collected from citizens and other customers is personal and sensitive data. Within the bounds of privacy and security requirements, the State must improve access to public information. The continued, explosive growth of information, coupled with the required balance between privacy, security and access, places an increasing emphasis on technical solutions that enable ongoing stewardship of the public trust while improving the delivery of government services. The State is responsible for protecting the: information technology infrastructure; data; and information technology systems from unauthorized access, modification, disclosure or destruction. The State is also responsible for preserving the confidentiality, integrity and availability of the information technology infrastructure. The requirements of the federal Health Insurance Portability and Accessibility Act (HIPAA), which gives patients greater access to their own medical records and more control over how that information is used, is one example of legislation that is driving government response to the question of balance.

2.2.4   Quality of Information

Improve the Quality of Information and Decision-Making: The channel that drives the business of the State is information. Maryland must continuously strive to improve the quality of information in order to best serve the varied customers of government. Improvement in the accuracy, timeliness, and availability of information will in turn facilitate improved decision-making and service delivery in both the public and private sectors of the State.

2.2.5   IT Interoperability

Ensure IT Interoperability: The seamless delivery of government services to the citizen implies both the vertical and horizontal (within and across Agencies and levels of government) integration of information. An enabler of integrated information and service delivery is IT interoperability. Interoperability is defined as the timely and efficient exchange of information between disparate computer systems in a manner that is transparent to the customer. Maryland must continue to establish interoperability as a primary requirement for the development of technical infrastructure. Enterprise initiatives such as networkMaryland provide an enabling framework that Agencies can use to foster interoperability.

2.2.6   Collaboration and Cooperative Systems Development

Promote Collaboration and Cooperative Systems Development: Many organizations across federal, state and local government are engaged in similar, and in some cases identical, business activities. Promoting collaboration and cooperation among Agencies provides Maryland an excellent opportunity to meet common business needs and build the integrated technical architectures that support our common business activities. Agency collaboration and cooperation can potentially reduce the costs, risks, and time inherent in systems development. An emerging repository of common business rules, data models, and processing designs could ultimately support expanded collaboration and cooperation. The strategy of collaborative and cooperative systems development is to leverage existing and new IT resources across government boundaries, and to increase the deployment of common service delivery mechanisms.

2.2.7   Stewardship of Resources

Optimize Service Delivery through Improved Stewardship of Limited Resources: In response to taxpayer demands and funding uncertainties, Maryland must continuously strive to improve the processes and enabling infrastructure that support the business of State government. In keeping with the overarching strategy that business requirements drive technology, the State must ensure the continuous realignment and improvement of technology in order to efficiently support the changing needs of customers and the government that serves them.

To this end, technology must be a service multiplier for Maryland. State government must continuously demonstrate how technology can be applied to improve the efficiency and effectiveness of service delivery for the customer. Continuous improvement and realignment, within the constrained resource environment of Sate government, implies a focus on:

- Leveraging current base budgets;
- Employing proven technologies;
- Identifying and adopting best practices;
- Promoting continuous process evaluation and appropriate reengineering; and
- The measurement of results.

2.2.8   Government Workforce

Attract, Train, Retain, and Manage a Highly Skilled Government Workforce: Improving government service and information delivery to customers is contingent upon improved human resource (HR) management practices that attract and retain a motivated and highly skilled government workforce. Maryland relies on the skills, knowledge, and technical abilities of front-line employees and their managers to execute core business activities and priority business processes. The workforce must be empowered with the latest technology and training needed to meet the increasing demands of a technically well-informed citizenry. The risks associated with this business goal are magnified when

coupled with extensive learning curves for new employees, the attainment of retirement age for a large percentage of current employees, and strong competition from the private sector for IT skills.

Section 3.0: Agency ITMP Instructions & Format

3.1 General Plan Preparation Instructions

The Agency IT Master Plan should encompass a five-year strategic planning period. Agencies are required to submit a plan in five parts:

- Part One provides basic mission and organizational information.
- Part Two provides information about the Agency's major goals and key strategies to achieve those goals.
- Part Three provides information about the Agency IT strategic direction in support of the Agency mission – Managing For Results (MFR) focused information management.
- Part Four identifies the Agency Information Technology Investment Portfolio (AITIP). The AITIP is a repository of Agency information technology (IT) investments.
- Part Five provides basic Agency IT policy information.

3.2 Agency ITMP Format and Content

3.2.1 Part One - General Agency Information

A. Agency Name: Identify the title and associated acronym of your Agency.

B. CIO Name and Contact Information: Provide name, title, phone, and email of Agency CIO.

C. Plan Date: Identify the date that the plan was approved by your agency Secretary and Chief Information Officer.

D. Approved By: Identify the name and title of the your Agency Secretary and Chief Information Officer (CIO) or designee approving your plan. Please include telephone number, fax number and email address of the approving authority.

E. Vision Statement: Provide your agency's Vision Statement.

F. Mission Statement: Provide your Agency's Mission Statement.

G. Business Functions: Identify and describe your Agency's major business functions.

H. Organizational Chart: Provide your Agency's high-level organizational chart. The chart should show where your Chief Information Officer (CIO) and organization reside.

*Note: Please submit sections A-D above as the **Cover Page** to your plan.*

3.2.2 Part Two - Agency Goals and Key Strategies

Provide an executive summary of your Agency's major goals and key strategies to achieve those goals. If your Agency has a Strategic Plan, you may reference the Agency's Strategic Plan.

3.2.3 Part Three - Agency IT Strategic Direction

1) Summary of Agency IT Environment (i.e., "Tell your Story")

   a) Background: Describe those events (historical and recent) that have had a significant impact on Agency mission performance and the technology architecture supporting your Agency's core business activities. Core business activities are Agency cross-functional processes that produce the Agency's primary products and services, or support their production, which clearly communicate the business the Agency is in.

   b) Drivers and Issues: What events are driving change in your Agency? Describe the overall driver framework and show relationships between your Agency business and IT drivers. What are the critical issues your Agency is facing that impacts your information technology environment? What are your major obstacles to successful implementation of information technology?

   c) IT Goals and Strategies: Describe the Agency's IT goals and the strategies or initiatives to achieve those goals. Include major milestones for implementing those strategies. Identify performance measures for those goals. Show the relationship between the IT initiatives and the IT projects identified in the Agency's IT portfolio.

   d) IT Accomplishments: Describe your IT accomplishments that have contributed to the Agency mission. Highlight positive impacts on agency customers and overall benefits to the State. This section can include accomplishments realized over the last five years.

   e) Electronic Government Initiative 50-65-80: Describe how your Agency will accomplish each phase of the initiative (e.g., 50% by 2002, 65% by 2003, 80% by 2004). Identify all Agency information and services that: the public would like to be made electronically accessible; the status of achieving electronic access; and the date electronic access will be achieved, if not completed. Please provide the percentage completed at the end of 2002, 2003, and 2004.

   f) IT Security Program: Describe the actions your Agency has taken to secure your IT infrastructure. Include actions relating to the implementation of the IT Security Policy & Standards; IT System Security plans; IT Disaster Recovery (DR); planning and testing of IT DR plans; and asset protection.

2) <u>Future Agency IT Environment (i.e., Future IT Vision)</u>

Provide a summary of what the future Agency IT environment will look like, assuming successful completion of short and long term IT strategies. Briefly describe how the resulting future IT environment will better enable your Agency to more effectively and efficiently accomplish your mission and to deliver services to your customers.

3.2.4   Part Four - Agency Information Technology Investment Portfolio

A.   Introduction

The **Agency Information Technology Investment Portfolio (AITIP)** is a collection of Agency information technology (IT) investments. Agency IT Investment Portfolios will be used to support State and Agency IT strategic planning, and to capture a view of the State's overall investment in IT.   This section should include an inventory of the Agency's critical systems currently in production and a summary of all projects currently in development or enhancement/modification.

Detailed project funding information for MITDPs listed in each AITIP will be captured in the ITPR. Submission of ITPRs are required for all development and enhancement projects with a total estimated cost equal or greater than $1 million. Specific guidance for this process is contained in the **FY06 Information Technology Project Request (ITPR) Guidelines & Instructions**.

B.   IT Personnel

Provide a summary list of the total Agency IT personnel by function (e.g., Management, Networking, Database, etc.). Include the costs associated with those personnel by function and provide a grand total of all IT personnel costs.

C.   IT Infrastructure

Provide a summary listing of your Agencies' IT infrastructure. Please include major groupings of infrastructure such as data centers, automation platforms, WANS, LANS, etc.

Use the following table to submit information for all IT infrastructure, systems development or enhancement projects, and Current Services Budget (CSB) that comprise your investment portfolio, see Section A above. Include all capital-funded IT projects in your portfolio submission.

Agency Information Technology Investment Portfolio – IT Project Summary

Section	Title	Description
1.	Project Title	Short concise title that will be the same as the title on the ITPR.
2.	Major Project Y/N	Indicate whether the project is a major IT development project. (Refer to Attachment B for Major IT Development Project definition.)
3.	Project Description	Briefly describe the project in non-technical terms. Identify the business function supported by this project. Is the project infrastructure or an application?
4.	Project Management	Provide the name of the project manager.
5.	Project Status	Provide a brief summary of the current status of the project. Is the project in development, enhancement, or operations?
6.	Project Estimated Cost	Provide the total estimated cost for the project by fiscal year and funding source (general funds, special funds, federal funds).
7.	Major Milestones	State the major milestones for the project by fiscal year. While the precise length of a project's systems life cycle may be difficult to determine, projects should generally be definable in terms of distinct, though possibly overlapping phases.
8.	Managing For Results (MFR)	Provide the Agency goal or objective this project supports.
9.	List of Other Projects Impacted by this Project	Is the project impacted by or interface with other internal Agency, other MD Agencies' or other Federal, County, Municipal or Private projects? If so, • For internal Agency projects – list the title of the project. • For other MD Agency projects - list Agency and title of project. • For other Federal, County, Municipal or Private projects – list component name and title of project.
10.	List of System Interfaces	List any external systems sharing data and/or transactions with the project or system identified.

Example: IT Project Summary

1) **PROJECT TITLE: FIRSTMARYLAND.COM**

2) **MAJOR PROJECT Y/N: Y**

3) **PROJECT DESCRIPTION:** The FIRSTMARYLAND.COM project, is an initiative to market business development in the State of Maryland. FIRSTMARYLAND.COM will function as an access vehicle to attract out-of-state business. The site will feature the latest in news and information, providing critical information to the business community on the events in Maryland.

4) **PROJECT MANAGEMENT:** Jane Doe – Web Specialist PM

5) **PROJECT STATUS:** FIRSTMARYLAND.COM is in the operations phase.

6) **PROJECT ESTIMATED COST:**

Development/Enhancement	Prior to FY2004	FY 2004 Actual	FY 2005 Approp.	FY 2006 Bud Req	FY2007 Projected	FY2008 Projected	FY 2009 Projected	FY2010 Projected	Total
Services									
General Funds	3,000,000	500,000	500,000						4,000,000
Special Funds									
Federal Funds									
Sub Total	**3,000,000**	**500,000**	**500,000**						**4,000,000**
Development/Enhancement									
Infrastructure									
General Funds	500,000								500,000
Special Funds									
Federal Funds									
Sub Total	**500,000**								**500,000**
Dev/Enh Total	**3,500,000**	**500,000**	**500,000**						**4,500,000**
Operations/Maintenance									
General Funds	1,500,000	700,000	500,000	50,000	50,000	50,000	50,000	50,000	2,950,000
Special Funds									
Federal Funds									
O&M Total	**1,500,000**	**700,000**	**500,000**	**50,000**					**2,750,000**
Grand Total	**$5,000,000**	**$1,200,000**	**$1,000,000**	**$50,000**					**$7,250,000**

Note: These budget numbers are for example purposes only.

* "**Services**" means those costs associated with feasibility studies, concept development, planning, requirements analysis, design, development/enhancement, integration/testing, implementation, etc.
** "**Infrastructure**" means those costs associated with hardware, software, broadband, etc. (i.e., the underlying foundation or basic framework of a system).

7) **MAJOR MILESTONES:**
      April 2002, site launched.
      April 2003, v2.1 tested and implemented.
      November 2003, content management tested and implemented.
      February 2004, customer satisfaction survey initiated.

8) **MANAGING FOR RESULTS:** Supports MFR Goal 1-3.2.4. System development will be scrutinized by adherence to thorough SDLC methodology. Customer satisfaction will be measured by survey via indexes which poll site guest satisfaction level.

9) **LIST OF OTHER PROJECTS IMPACTED BY THIS PROJECT:** None.

10) **LIST OF SYSTEM INTERFACES:** List any external systems sharing data and/or transactions with the project or system identified. None.

3.2.5   Part Five - IT Policy

Provide a list of your Agency's IT policies.

Section 4.0: Submission Requirements

4.1 Submission Procedure

Agency IT Master Plans must be submitted to the Office of Information Technology at the Department of Budget and Management by COB **August 31, 2004**.

The completed Agency ITMP shall be submitted electronically by:

1. Upload to the Information Technology Advisory Council (ITAC) web site at https://www.itac.state.md.us.

Or, if the Agency is unable to upload their ITMP by (1) above:

2. E-mail as an attachment to the DBM OIT at itim@dbm.state.md.us.

Agency ITMP attachments and supporting documentation should be submitted to the DBM OIT using step (2) above.

4.2 DBM OIT Staff Assistance

Office of Information Technology (OIT) staff members are available to assist Agencies with IT planning activities. For information or assistance please contact one of the following ITIM Analysts:

- Mark Bittner; 410-260-7987; mbittner@dbm.state.md.us
- Joann Butler, 410-260-7571; jbutler@dbm.state.md.us
- Wayne Petrush, 410-260-7882; wpetrush@dbm.state.md.us
- Pat Wade, 410-260-7062; pwade@dbm.state.md.us

Section 5.0: Review

Agency ITMPs will be reviewed by the following organizations: DBM OIT, DBM Office of Budget Analysis, and the Department of Legislative Services (DLS). Each Agency ITMP will be evaluated for consistency with the agency's mission statement, business plan, MFR, the State ITMP, and State IT policies, standards, and procedures.

Please contact your DBM OIT ITIM Analyst and DBM Budget Analyst for assistance.

ATTACHMENT A - GLOSSARY

Agency. The term "Agency" means Executive Branch Agencies and institutions of higher education other than the University System of Maryland.

Agency Information Technology Investment Portfolio. The term "Agency Information Technology Investment Portfolio" means all information technology investments— planned, under development, and operational—within an organization—Agency, division, secretariat, etc.

Concept Development. The period of time that begins when the Concept Proposal has been formally approved and requires study and analysis that may lead to system development activities.

Core Business Activities. The term "Core Business Activities" means those agency cross-functional processes that produce the agency's primary products and services, or support their production, which clearly communicate the business the agency is in.

Critical IT Issues. The term "Critical IT Issues" means opportunities or challenges that significantly impact an agency's available resources, services, and ability to carry out its mission.

Design. The period of time during which the designs for architecture, software components, interfaces, and data re created, documented, and verified to satisfy requirements.

Development. The period of time to convert the deliverable of the Design Phase into a complete system.

Disposition. The period of time when a system has been declared surplus and/or obsolete and the task performed is either eliminated or transferred to other systems.

Enterprise Architecture. The term ''Enterprise Architecture'' means an integrated framework for evolving or maintaining existing information technology and acquiring new information technology to achieve the Agency's strategic goals and information resources management goals.

Enterprise Business Goals. The term "Enterprise Business Goals" means those highest priority goals that significantly influence IT planning and the resulting technology programs across the enterprise.

Government Information. The term "government information" means information created, collected, processed, disseminated, or disposed of by or for state government.

Guideline: The term "guideline" means a directive or specifications that is advisory in nature and constitutes a recommendation that is not binding on Agencies and institutions of higher education.

Implementation: The period of time for installing and testing the final system.

Information. The term "information" means any communication or representation of knowledge such as facts, data, or opinions in any medium or form, including textual, numerical, graphic, cartographic, narrative, or audiovisual forms.

Information Resources. The term "information resources" includes government information, information technology, and associated personnel.

Information Resources Investment. The term "Information Resources Investment" means an expenditure of money and/or resources for Information Resources involving managerial, technical, and organizational risk for which there are expected benefits to the organization's performance. These benefits are defined as improvements either in efficiency of operations or effectiveness in services (such as reductions in process cycle time or operation costs, increases in speed or quality of customer services, or improvements in productivity).

Information Resources Management. The term "information resources management" means the process of managing (planning, budgeting, organizing, directing, training, promoting, controlling) information resources to accomplish state and Agency missions. The term encompasses both information itself and the related resources, such as personnel, equipment, funds, and information technology.

Information Systems. The term "information systems'" means a discrete set of information resources organized for the collection, processing, maintenance, transmission, and dissemination of information, in accordance with defined procedures, whether automated or manual.

Information Technology. The term "information technology" means any equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, inter-change, transmission or reception of data or information by an Agency. For purposes of the preceding sentence, equipment is used by an Agency if the equipment is used by the Agency directly or is used by a contractor under a contract with the executive Agency which (1) requires the use of such equipment, or (2) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product. The term "information technology" includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources.

IT Interoperability: The term "IT interoperability" means the timely and efficient exchange of information between disparate computer systems in a manner that is transparent to the customer.

Infrastructure: The term "infrastructure" means those costs associated with hardware, software, broadband, etc. (i.e., the underlying foundation or basic framework of a system).

Initiation: The period of time in that begins when management determines that it is necessary to enhance a business process through the application of information technology. The purposes of the Initiation Phase are to: identify and validate an opportunity to improve business accomplishments; identify significant assumptions and constraints on solutions; recommend the exploration of alternative concepts and methods to satisfy the need. During this phase the Program Sponsor designates a Project Manager who prepares a Statement of Need or Concept Proposal.

Integration and Test: The period of time during which subsystem integration, system security, and user acceptance testing are conducted.

Operations and Maintenance: The period of time during which a software product is employed in its operational environment, monitored for satisfactory performance, and modified as necessary to correct problems or to respond to changing requirements.

Planning: The period of time in which a comprehensive plan for the recommended approach is selected.

Policy. The term "policy" means a general statement of direction and purpose designed to promote the coordinated planning, practical acquisition, effective development, and efficient use of information technology resources.

Requirements Analysis: The period of time during which the requirements for a software product are formally defined and documented.

Services. The term "services" means those costs associated with feasibility studies, concept development, planning, requirements analysis, design, development/enhancement, integration/testing, implementation, etc.

Standard. The term "standard" means a directive or specification governing the management, development, and use of information technology resources.

ATTACHMENT B - ACRONYMS

Agency ITMP	Agency Information Technology Master Plan
AITIP	Agency Information Technology Investment Portfolio
CD	compact disk
CFO	Chief Financial Officer
CIO	Chief Information Officer
COB	close of business
COTS	commercial off the shelf
CSB	current services budget
DBM	Department of Budget and Management
DLS	Department of Legislative Services
EA	enterprise architecture
EBG	enterprise business goals
EGI	electronic government initiative
Email	electronic mail
FY	fiscal year
HIPAA	Health Insurance Portability Accessibility Act
HR	human resource
IT	information technology
ITAC	Information Technology Advisory Council
ITIF	Information Technology Investment Fund
ITIM	Information Technology Investment Management
ITMP	Information Technology Master Plan
ITPR	Information Technology Project Request
IV&V	independent verification and validation
MITDP	Major Information Technology Development Project
MFR	Managing For Results
OIT	Office of Information Technology
On-TSB	on time, on specification, and on Budget
PIR	Post Implementation Review
R*STARS	Relational Statewide Accounting and Reporting System
SDLC	Systems Development Life Cycle
State CIO	State Chief Information Officer
State ITMP	State Information Technology Master Plan
TBD	to be determined
TCO	total cost of ownership